

Progress Report 1997-1998

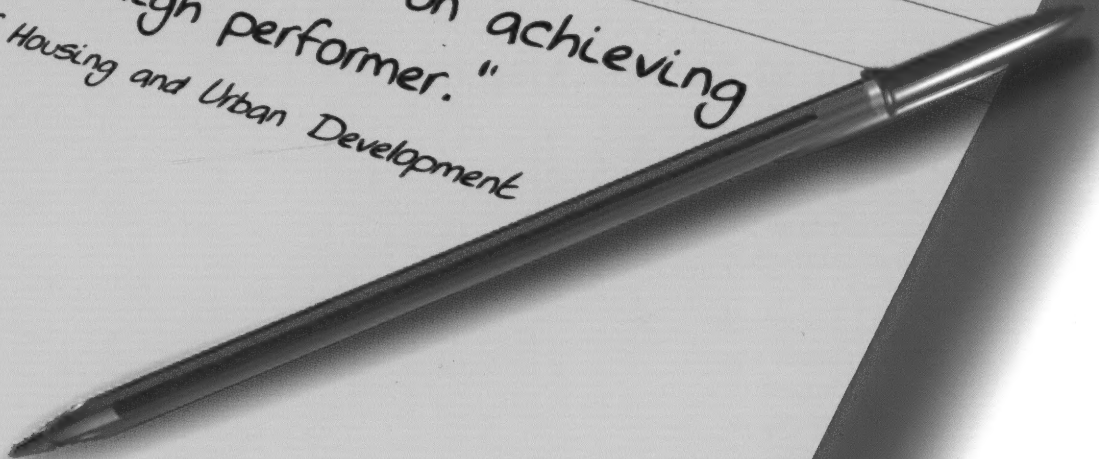
*Newark Housing Authority scores a 94
on the Public Housing Management Assessment
Program!*

*High
Score!*

94

*"The NHA is congratulated on achieving
the status of a high performer."*

- U.S. Department of Housing and Urban Development



"Building Quality in Housing Through Partnership"

NHA Commissioners



Doris McCray Crank



Ida Clark



Zinnerford Smith



Gloria L. Cartwright



Terry L. Pringle Khalif



Lynell Robinson



Rolando Velazquez

Board of Commissioners

Doris McCray Crank
Chairperson

Ida Clark
Vice Chairperson

Zinnerford Smith
Treasurer

Gloria L. Cartwright
Terry L. Pringle Khalif
Lynell Robinson
Rolando Velazquez

From The Chairperson



The Public Housing Management Assessment Program (PHMAP) of the U.S. Department of HUD is the official barometer of a housing authority's performance and progress.

The Newark Housing Authority (NHA), as this progress report emphasizes, has of course received unprecedented (in its history) scores of 91 for 1997 and a 94 for 1998.

But they are bittersweet results, because the architect and leader of this phenomenal six-year renaissance at the NHA, Executive Director Harold Lucas who came to the Authority in 1992, is now our former Executive Director, having resigned in June 1998 to become the Assistant Secretary for Public and Indian Housing, encompassing 3,400 authorities in the United States and its territories.

Naturally, we are very proud that Mr. Lucas has been so highly thought of and has done such a great job at the NHA that President Bill Clinton nominated him to be an Assistant Secretary.

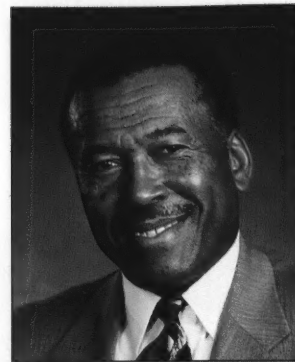
Nevertheless, we are truly saddened to have lost him, although we all know he richly deserves the position and that he is the best person in the country for the job. So in one way this progress report is a tribute to Mr. Lucas, and on behalf of the entire NHA family — the Board of Commissioners, staff and residents — we say thank you Mr. Lucas!

God bless you and rest assured that we will strive to continue the legacy of success and caring that you have left us.

A handwritten signature in cursive script, reading "Doris McCray Crank". The signature is written in dark ink and is positioned over a large, faint circular seal of the Newark Housing Authority.

Doris McCray Crank
Chairperson, NHA Board of Commissioners

From The Director



Newark Mayor Sharpe James perhaps summarized it best with his slogan of "Let's Continue the Progress." How appropriate, because the progress that the Newark Housing Authority has made in recent years is nothing short of extraordinary.

We have progressed from a severely troubled public housing authority, according to the U.S. Department of Housing Urban Development's Public Housing Management Assessment Program, to "a high performer" with scores of 91 and 94 on the last two PHMAP reports.

Moreover, the NHA scored 100 percent in the modernization component of PHMAP, a progressive development that has earned us the designation of "MOD-high performer."

As Mayor James has frequently pointed out, we have progressed from having built only one new housing unit in an earlier six-year span, to having constructed and/or having under construction nearly 1,000 new townhouse units throughout the City of Newark.

We have progressed from being an example of failed public housing to becoming the national leader in transforming public housing in America. We are recognized as a model of what a large urban public housing authority can and should be in its management operations and delivery of service to its residents.

We have become the leading example of how public housing becomes an integral part of the entire community as opposed to being perceived as apart from the community.

Most importantly, we now have credibility in the eyes of our residents, and the trust quotient has risen exponentially along with our ability to follow through on what we say we are going to do.

The credibility factor has extended beyond our internal housing family to include the general public and the media. It wasn't too long ago that the NHA was being excoriated in the press with calls for a HUD takeover of the Authority.

But those entreaties are echoes of the past, and now, for the most part, we have received very favorable editorial support from the media — nationally and locally, print and broadcast.

Our 1997 PHMAP score of 91 proved to be a quantum leap from the 71 that originally took us off HUD's "troubled list" in 1993, and for the '98 fiscal year our score of 94 on the PHMAP continues our status as a "high performer."

We've come a long way in a very short period of time. Moreover, like the city of Newark, the NHA is on a roll, and you can be sure that we will continue the progress!

A handwritten signature in dark ink that reads "Zinnerford Smith".

Zinnerford Smith
Interim Executive Director

"I feel very honored by the things that were said about the Newark Housing Authority by HUD. We feel grateful; but it's all because of the great leadership of Harold Lucas, his commissioners and staff. All of us working together have done wonderful things and made beautiful progress in the city of Newark for our people. As far as I am concerned, I believe that the people come first, and Harold Lucas and his staff respond to their needs. We really hope that HUD will continue to support us in our efforts to make better living conditions for all people. With God's help, it can be done."

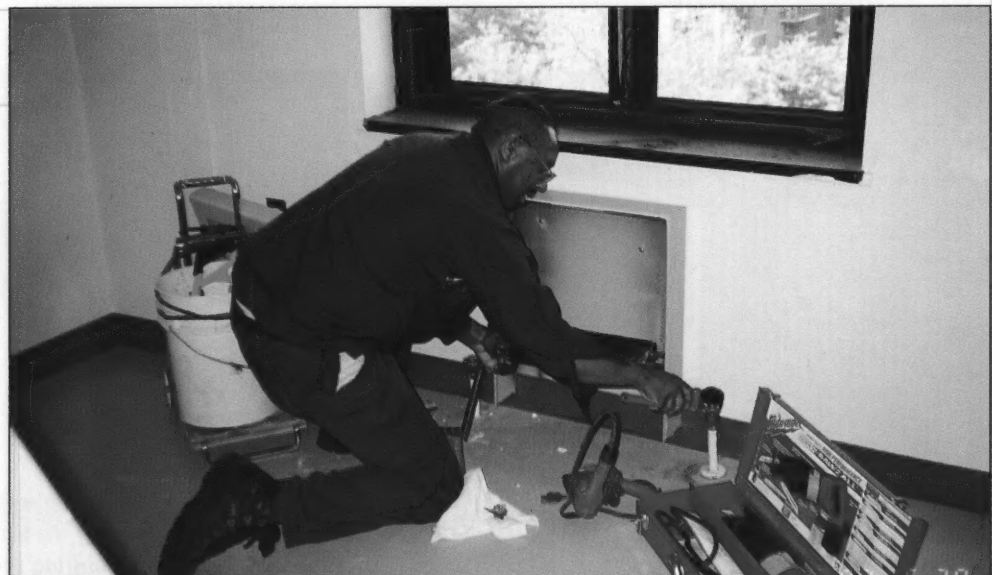
— Commissioner Ida Clark

Program Operations

In the Newark Housing Authority's (NHA) nomenclature, it is called the programmatic side of the agency's operations, and it is the most visible part of all the NHA's responsibilities. Why? Precisely because it goes to the heart of the agency's reason for being — our residents and our efforts to provide essential services — maintenance, modernization and security.

The program component has accomplished some noteworthy results among its many responsibilities and activities in the past fiscal year. For example:

- All heating units, encompassing 2,465 traps, valves and convectors, were removed and replaced at one of the Stephen Crane Elderly sites, involving 198 apartments, as well as its community, laundry and maintenance rooms. This was accomplished in only three months without major disruption during the heating season.
- The NHA mobilized a special cadre of electricians to install 500 security cameras and 600 monitors at all elderly sites.
- The NHA reduced the tenant waiting list from a high of 10,000 in 1993 to 4,000, including family, senior and young disabled with a major reduction occurring in the family units. As approximately 4,000 families have been placed in apartments in the past several years, the Tenant Selection Unit has accelerated its pace to achieve an even higher level of tenant placement.



*NHA plumber
Rufus Fisher replacing
traps, valves and
convectors.*



Workers mount security cameras and monitors to enhance the safety of residents.



- The NHA managed the state's largest Section 8 program, including 1,465 certificates, 383 vouchers, 2,138 leased units, 146 project-based sites, 50 SRO programs, 100 Family Unification Programs, 47 Family Self-Sufficiency programs, and 288 HOPE VI certificates.

- Last year, the HOPE VI Program began demolition at Archbishop Walsh Homes with the wrecking ball and bulldozers. Since that time the NHA has leveled six, 12-story buildings, prepared the land for residential construction and selected two developers (one of which is a complete minority firm) to build 341 units. One-hundred and ninety-eight units will be situated on the north side of Walsh Homes and another 143 will be built at the Kretchmer Homes site where demolition and land preparation have occurred.

- The NHA installed 1,080 new refrigerators at several family complexes as part of the NHA's Refrigerator Replacement Program. The new units, which are significantly larger than the old appliances, were installed at Pennington Court, Bradley Court, Felix Fuld, Hyatt Court, Terrell Homes and Kretchmer Homes.
- The NHA completed an extensive painting project at all elderly complexes in the NHA's housing inventory. More than 2,160 units, including the common areas at each site, were painted with minimal disruption to residents.



Resident using the newly-constructed mail room at Baxter Terrace.



An NHA worker preparing the walls for painting as part of the NHA's citywide painting program.

"I thought the NHA staff proved to be great achievers to have accomplished such a high score on the PHMAP. The PHMAP indicators showed that the NHA staff is doing a great job."

— Commissioner Doris McCray Crank

Modernization

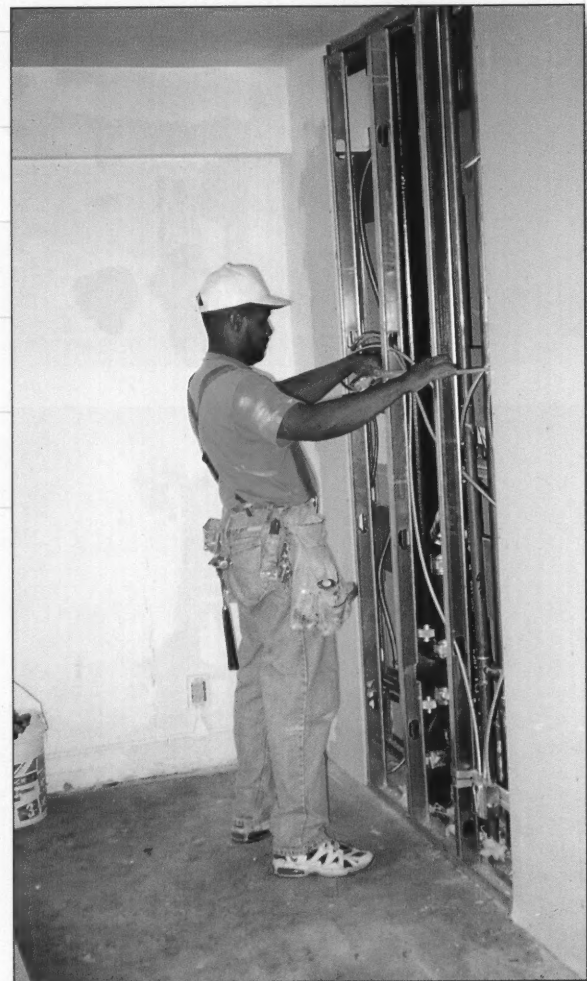
The Modernization Department modernizes the critical infrastructure and support facilities of the Newark Housing Authority's housing stock. Since 1992, the NHA has obligated \$180 million in funding and expended \$160 million, a remarkable pace, that has enabled the "MOD Squad" to pull off a rare "hat trick," specifically, three consecutive years of achieving a perfect 100 percent score on HUD's Public Housing Management Assessment Program (PHMAP).

Moreover, the 1998 PHMAP Modernization score is another 100 percent which, continuing the sports metaphor, gives the NHA a "grand slam" and continues the agency's designation of "MOD high-performer." As in any successful enterprise, the whole is only equal to the sum of its parts, and it takes teamwork to create that success.

The "MOD Squad" has to work closely with other NHA departments, particularly Housing Management, Boiler Operations and Central Maintenance, to improve the heating and hot water systems, as well as the storm and sanitary piping systems. This close working relationship enables the Modernization Department to focus on problems that require urgent solutions.

The following activities illustrate what the "MOD Squad" has accomplished to achieve its "hat trick" and "grand slam." As the basketball legend Michael Jordan has stated, "Accolades of merit make you work harder," so hats off to our "MOD Squad."

Carpenter measures the wall during the conversion of 144 studio apartments into 72 one-bedroom units at Seth Boyden Elderly's three buildings.

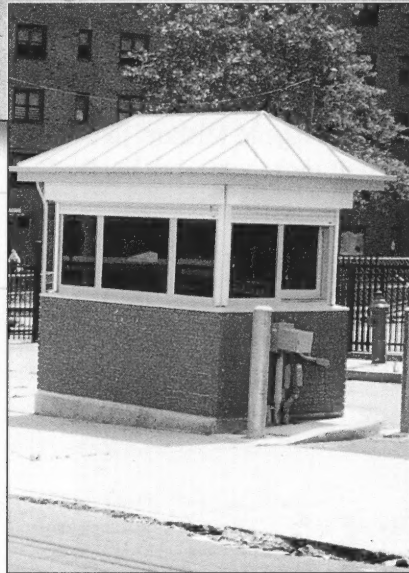


Highlights of Multi-Million Dollar Modernization Projects

- Executed major roof rehabilitation at Stella Wright Homes and Seth Boyden Court family units.
- Installed 52 new elevators at all NHA elderly sites.
- Performed 90 percent of apartment renovations at Seth Boyden Court.
- Completed new boiler installations and storm and sanitary piping restoration at Baxter Terrace.
- Installed new hot water heaters at Kretchmer Homes and Stella Wright Homes.
- Coordinated demolition of 3,700 nonviable units at various high-rise projects in preparation for the development of new NHA townhouses.
- Conducted lead-based paint testing in more than 4,200 units where children and women of child-bearing age reside.



The NHA implemented a major fencing project of solid steel with brick that stands seven-feet high at Stella Wright Homes. The entire perimeter of seven buildings was equipped with automated sliding vehicular gates, controls, pedestrian swing gates and kiosk guard booths. A similar fencing project was completed at Bradley Court.



"The NHA's high-performing status is truly a result of the hard work and commitment of all involved parties. The Newark Housing Authority staff has done a tremendous job working with the City of Newark, the Newark Tenants Council, Inc. and NHA residents. We are clearly setting new standards for public housing in New Jersey and throughout the country."

— Commissioner Jerry L. Pringle Khalif

Redevelopment and New Construction

The Newark Housing Authority's rise to national and international prominence from among the nation's 3,400 public housing authorities has been spearheaded by its demolition and new construction program. During the past six years, the NHA has constructed aesthetically beautiful townhouses that have been applauded by our residents, and national publications have cited our new developments as model urban townhouses. In the same way, federal, state and local officials have referred to the way the NHA has changed the face and focus of urban public housing.

This effort at improvement continued in 1997 and 1998 with the construction of three new developments featuring:

- Larger units than previously permitted in public housing for the same price.
- Enhanced architectural finishes on the facades.
- Specially-designed units for the physically-challenged.
- Landscaping areas, off-street parking, play areas for children and brick enclosures for utility meters.
- A community building with management offices, a maintenance/garage/storage areas and a meeting room with a kitchen for use by residents.
- Employment opportunities for residents.

A 94-unit, townhouse development, known as NJ 2-44, was constructed on 15 sites primarily in the East ward, and also in the West and South wards of the city. This \$10 million development is comprised of 66



The appealing new townhomes cast a majestic appearance on the surrounding landscape.



Preparing to cut the ribbon to mark the official designation of the site in honor of Dr. Jose Rosario are (left to right) Frank Morales, chairman of FOCUS, NHA Commissioner Rolando Velazquez, Councilman Donald Tucker, Harold Lucas, Councilman Luis Quintana and NHA Commissioners Doris McCray Crank and Ida Clark.

three-bedrooms, 23 four-bedrooms, and five, five-bedrooms. Seven of the 94 units will be occupied by the physically-challenged. In contrast to the facades of other NHA townhouses, the architectural finishes for NJ 2-44 consist of three alternating color schemes for the roofing, siding and brickwork and include variations in the roof profile. Twenty percent of the new townhouses have full two-story brick facades. In addition, NJ 2-44 is the first NHA development to use 100 percent of the 1,000 square-feet permitted in public housing. As an added economic benefit to residents, the project was also the first to use the U.S. Department of Housing & Urban Development's Section 3 program, which allowed the developer to hire NHA residents on the construction project.

Representing yet another milestone, the NHA completed construction activity by naming an NHA development in honor of a Latino. Acknowledging a long overdue tribute to the memory of Dr. Jose Rosario, the Authority named NJ 2-44 La Villa Dr. Jose Rosario in a special ceremony marking the occasion. Dr. Rosario was the founder of the Field Orientation Center for Underprivileged Spanish (FOCUS), the Newark-based social services agency created in 1967 to provide education, job training and other services to the city's Latino community.

Affectionately called "El Viejo" by his legion of supporters, Rosario, who died in 1997 in his native Puerto Rico at the age of 92, was commended as a force in the development and growth of the Hispanic community in Newark and New Jersey. He also helped establish the New Jersey Office of Hispanic Affairs, was



NHA employees place appliances in the proper space for new families at La Villa Dr. Jose Rosario.



Continuing the NHA's new construction program at the groundbreaking ceremony for NJ2-43 are Commissioner Rolando Velazquez, Congressman Donald Payne, Commissioner Ida Clark, Mayor Sharpe James, HUD State Coordinator Diane Johnson, Harold Lucas, then Central Ward Councilman George Branch and Commissioner Gloria L. Cartwright.

instrumental in developing the first bilingual education program for state schools and successfully advocated for the passage of legislation requiring Spanish interpreters in the courts.

The NHA continued its program of transforming the city's public housing in 1998 with the groundbreaking for NJ 2-43, representing 100 townhouse units situated on 13 sites in Newark's Central ward. Representing the seventh development initiated by the NHA since 1993, this \$10.7 million development will have 70 three-bedrooms, five of which are for individuals who are handicapped, 25 four-bedrooms, and five, five-bedrooms.

Similar to the construction design of NJ 2-44, this project also will have a variety of architectural finishes. Unlike NJ 2-44, however, one-third of the units will have full, two-story brick facades, and the three-bedroom homes contain 1,100 square-feet of space. This shift occurred because the NHA persuaded HUD to waive its requirements, allowing the NHA to exceed unit size restrictions. Previously, under HUD guidelines, a three-bedroom townhouse could contain no more than 1,000 square-feet.

Continuing its thrust to increase the availability of quality, affordable housing, the NHA broke ground on a new, \$10.3 million, 96-unit townhouse development in the spring of 1998. This development, technically referred to as NJ 2-46, is being built on five sites in the city's Central ward. Once completed, it will have 67 three-bedrooms, 24 four-bedrooms, and five, five-bedrooms. Of the 96 townhouses, six will be designed for persons with handicapping conditions. This project, which is expected to be finished by next spring, is the eighth development initiated by the NHA since 1992, totalling 949 units in all of Newark's five wards.



From left, Chairperson Doris McCray Crank, former Councilman George Branch, Commissioner Lynell Robinson, former Executive Director Harold Lucas (at podium), Mayor Sharpe James and Commissioners Gloria L. Cartwright and Ida Clark share a lighthearted moment at the groundbreaking ceremony for NJ 2-46.



Masons work at one of the sites for NJ 2-46, where the new townhouse construction is ahead of schedule.

"The fact that we are no longer a troubled housing authority, and the fact that we are now a high profile Authority is a reflection of what a good mayor, a good Board of Commissioners and a good executive director can do working together for the betterment of Newark Housing Authority residents."

— Commissioner Lynell Robinson

Department of Family Services

Youth Services

The Department of Family Services plays a vital role in improving the quality of life of NHA residents by addressing the social service and recreational needs of residents, with a particular emphasis on helping them to become self-sufficient.

During the 1997-1998 fiscal year, more than 8,500 family residents and seniors participated in a variety of social services programs, recreational activities and educational enrichment classes. NHA youths at Baxter Terrace, Bradley Court and Stella Wright Homes enhanced their academic skills and received homework assistance in after-school tutoring programs, which are complemented by the NHA's state-of-the-art satellite reading centers. These facilities contain computer terminals linked to the Newark Public Library and a full range of books and reference materials for use by residents at Stella Wright Homes, Baxter Terrace, Bradley Court, Seth Boyden Elderly and James C. White Manor.

The NHA also sponsored several week-long summer camp trips for 150 youths who visited Star Lake Camp, where they participated in activities designed to develop their self-esteem while exposing them to the natural environment. In addition, 300 youngsters had the chance to develop values and leadership skills and participate in physical and mental fitness exercises as part of their membership in the Essex County Boy Scouts of America.

Bolstered by the success of this program and a significant increase in registration, the NHA has initiated the Explorer Program, a scouting leadership development project for males and females, ages 14-17.

Similarly, girl scout troops engaged in structured activities to help them learn more about themselves and the world and to become responsible citizens. The troops consist of girls 5-17 years of age and are based at Stella Wright Homes, Oscar Miles Village, Walsh Homes, Bradley Court and Stephen Crane Village.

Charles Malone, troop leader and tenant association president at Bradley Court, gives instructions to the young men who participate in the Boy Scout program at the complex.





Gone Fishing —Seniors prepare to board the bus to a summer camp outing while others display their catch of the day.

Senior Services

In conjunction with Beth Israel Medical Center, the NHA offered geriatric medical care for seniors and the disabled at on-site clinics located at Seth Boyden Elderly, Kretchmer Elderly and Stephen Crane Elderly and in residents' homes. As part of an agreement with the Essex Valley Visiting Nurses Association, the elderly ambulatory and handicapped received free health screenings and referral services at health care clinics at the "GiGi" Foushee Towers, Baxter Elderly, Terrell Homes and Seth Boyden Elderly. Another health care project, funded by a grant from the U.S. Department of Housing & Urban Development, provided the frail elderly and disabled residents with support services to ensure independent living.

The NHA also collaborated with the Salvation Army in a unique project that assisted grandparents who have legal custody of their grandchildren. The Grandfamilies Program, which served approximately 150 grandparents, provided a comprehensive network of services that included free health screenings, technical, legal and social assistance and recreational activities.

Also, seniors subsisting on a low-income earned additional monies through the NHA's affiliation with the Salvation Army Senior Companion Program. This venture allows seniors, who have completed an intensive training program, to provide homemaker services to other seniors in exchange for a cash stipend.

Seniors were also offered the opportunity to explore the outdoors during a series of weeklong summer camps. As a service to residents, the NHA provides round-trip transportation to a variety of NHA and city-sponsored programs.

All senior services are bolstered by the efforts of a newly-hired certified substance abuse counselor who counsels and makes referrals for residents interested in residential and outpatient programs.

Health Centers

In collaboration with the Essex Valley Visiting Nurses Association and Rutgers-Newark College of Nursing, the Newark Housing Authority recently opened full-time family health care centers at Terrell Homes and Baxter Terrace. The newly-renovated centers, which feature two examining rooms, include the diagnosis and treatment of common and chronic health problems, such as diabetes and high blood pressure. The staff also will provide prescriptions, immunizations and screenings to detect problems in the early stages.

"We have witnessed an event in public housing in Newark, equal to the tearing down of the Berlin Wall. The days of large-scale, federal public housing projects have ended. It is only fitting the Newark Housing Authority emerged from this period as a high-performing agency as identified by HUD.

The Women's Board of the New Jersey Performing Arts Center presented a seminar entitled "Bricks, Mortar and Spirit: The Endurance of Newark Remembering the Past, Heraldng the Future." The subject matter discussed is synonymous with the mission and challenge of public housing in the future. The quality of life for our residents depends on our commitment to this philosophy."

— Commissioner Zinnerford Smith

Drug Elimination Program

Funded by a grant from the U.S. Department of Housing and Urban Development, the Newark Housing Authority's Drug Elimination Program (DEP) assists the NHA in continuing its most important work of improving the quality of life and living conditions for NHA residents. During the past fiscal year, the NHA's Stella Wright Homes used a DEP grant to combat drug activity at the high-rise family complex which encompassed several physical/structural upgrades and programs that addressed the recreational, educational and health-related needs of residents.

The NHA completed the installation of wrought-iron perimeter fencing and guard kiosks which are manned by an independent security firm 24 hours a day/seven days a week. To bolster its efforts, the NHA purchased a second Neighborhood Stabilization Van, a mini-police precinct on wheels which is operated by the Newark Police Department. The mobile mini-police precinct rotated at various NHA complexes to ensure a decent quality of life for law-abiding residents and to process offenders who engage in illegal activity.

The programmatic component of the Drug Elimination Program offered approximately 70 participating youths, ages 5-16, the opportunity to gain enrichment through their participation in tutorial and weekly instruction in arts and crafts, modern dance and karate. The after-school program operated five days a week under the direction of a recreation specialist, who was assisted by five recreation aides.

The DEP also created the Rites of Passage Program, which focuses on helping young males develop life skills and prepare for the challenges of adulthood. In addition to providing tutoring, the program offered a mentoring component and weekend retreats where male youngsters participated in workshops.

*Youngsters
concentrate on
improving their skills
in karate classes at
the Stella Wright
Homes complex.*





The new HUD Assistant Secretary for Public and Indian Housing, Harold Lucas (center), presents a check for \$4.6 million to the Newark Housing Authority (NHA) for its Drug Elimination Program. The presentation ceremony took place in the office of Newark Mayor Sharpe James (second from right) on the same day that the U.S. Senate confirmed Mr. Lucas' Presidential nomination. Among those present at the October 1998 event were (from left) NHA Commissioner and Interim Executive Director Zinnerford Smith; Commissioner Gloria Cartwright (partially obscured); NHA Chairperson Doris McCray Crank; Congressman Robert Menendez; U.S. Senator Frank Lautenberg; Commissioner Ida Clark; Commissioner Lynell Robinson; Congressman Donald Payne and Commissioner Rolando Velazquez.

In conjunction with the Rites of Passage Program, male youths learned the value of teamwork and sportsmanship while honing their basketball skills as part of a structured basketball program at Stella Wright Homes, Hyatt Court, Pennington Court, Felix Fuld Court, New Horizons Gardens and Terrell Homes complexes.

Other programs under the auspices of the DEP included fire safety classes, girl scouts, career workshops, field trips to cultural and educational institutions and clothing drives.

In addition, many expectant mothers at Stella Wright Homes are enrolled in the Healthy Mothers/Healthy Babies Program, a joint venture between the NHA and St. Michael's Medical Center that ensures access to prenatal and health care services.

The NHA's DEP also emphasized drug prevention and rehabilitation and provided support groups and referral services for residents seeking assistance for substance abuse problems.



Newark Police Department and NHA neighborhood stabilization vans work together to deter crime around NHA complexes.

"It has been a long, difficult, yet rewarding experience. Who could have imagined an authority practically written off as a failure less than six years ago becoming a high performer and a role model for the nation. Thanks to the concerted efforts of a dedicated board, a committed executive director, supportive assistant executive directors, a hardworking staff and the partnership and trust of our tenants, the impossible became possible."

— Commissioner Gloria L. Cartwright

Family Self-Sufficiency

The Family Self-Sufficiency (FSS) Program is a HUD-mandated program that promotes economic independence among participating families and provides a variety of supportive services to those clients. This goal is achieved by coordinating Section 8 and voucher programs and public housing with private resources. It is a program the NHA has implemented to support the "welfare-to-work" initiative, and its success has proven that it can work.



The FSS Program helps clients, primarily those receiving some kind of federal aid to become self-sufficient by attaining their high school diplomas, college degrees or employment. Once clients are enrolled in the program, the staff conducts individual assessments and provides career counseling, financial assistance, GED classes and college assistance. The program also serves as a support system for many participants, teaching them how to maintain a household budget and complete paperwork during periods of crisis in their lives. Once clients are employed, they become eligible for an escrow account which is opened in their names and a monthly deposit is made for them by the NHA. Currently, 70 families are enrolled in the NHA's program and 50 percent are employed in either full-time or part-time positions.

During the past fiscal year, Monica Fall, who attained her GED and relinquished her federal rent subsidy, became the first FSS graduate. Because of the assistance and support that she received from the program's staff, Monica is a junior nursing student and a proud new homeowner. Sixteen other clients will also graduate this year, ten of whom have sizable escrow accounts. One participant enjoys the distinction of having the largest escrow account of \$14,192.

The FSS Program currently has a waiting list of families who want to enroll. To meet this growing need for services, the NHA plans to increase the size of the staff to help others improve the quality of their lives.



Monica Fall proudly stands in front of her new home that she purchased with the help of the Family Self-Sufficiency Program.

"It is with great pride that we participated in working collectively to move the Newark Housing Authority to a high performance organization. It is our hope and desire to continue the progress into the 21st century."

— Commissioner Rolando Velazquez

Partners In Pride Program

For the second consecutive year, the Newark Housing Authority and the City of Newark coordinated a citywide cleanup project that allowed NHA residents to earn wages in exchange for improving the appearance of Newark's neighborhoods.

Under the "Partners in Pride Program," approximately 275 residents removed debris from around the NHA's family and elderly complexes, with an emphasis on curb appeal and perimeter cleaning. The participants worked on a part-time basis, followed a prescribed schedule and were deployed to allow the program to operate seven days a week during the spring and summer months, a period when more people are outdoors and more trash is generated. To facilitate the cleanup effort, the City of Newark provided special garbage pickup at NHA sites.

Begun in 1997, this cleanup program was one of several initiatives designed to provide residents with job skills and employment. Since its inception, this endeavor has resulted in greater civic pride among residents and the development of work ethics in many of the workers.

At the end of the seasonal program last year, the NHA provided full-time jobs to a number of those participants. NHA residents constitute nearly 20 percent of the NHA's work force.



Wearing red T-shirts and caps, residents clear the litter from the grounds and sidewalk near their complexes.

Demolition

Within the past 18 months, the NHA has demolished 15 high-rise buildings, including its HOPE VI project, as part of its continuing commitment to transform public housing in the city. This effort paves the way for new development and will make it possible for residents to live and raise their families in quality housing.



The NHA razed four of the 10 buildings comprising the Hayes Homes complex. The four, 12-story buildings totaled 50,400 square-feet and 584 units.

Closing the final chapter in the storied history of Scudder Homes, the NHA demolished the remaining two buildings which comprised the seven-building, high-rise complex in the city's Central Ward. Four buildings were imploded several years ago and were replaced by 150 beautiful new townhouses on the site.



Nancy Crespo, tenant association president at Otto Kretchmer Homes, stands in front of one of the three buildings which were demolished at the complex. The demolition cleared the way for the construction of townhouse or garden-style units.

Resident and Community Interaction

Boxing Program

The Newark Housing Authority celebrated the revival of amateur boxing in Newark with the grand opening of a community boxing program at the Stella Wright Homes Gymnasium.



This initiative was designed to provide a worthwhile recreational activity for youths and to help build their self-confidence through the positive experiences of competing. As the program evolves, it will include an educational component to assist young people in their total development. The gymnasium at the Stella Wright Homes complex was refurbished to house the boxing program, which includes a boxing ring and a variety of boxing and exercise equipment as well as locker and shower facilities.

During the 1950s and '60s the Newark Dukers Athletic Club was one of the finest boxing clubs in America that had a national reputation for producing outstanding boxers, including current New Jersey Boxing Commissioner Larry Hazzard. He was joined at the grand opening by several boxing notables, including former heavyweight champions Larry Holmes, Joe Frazier, Michael Spinks and Ray Mercer; heavyweight contender Shannon Briggs; and promoter Butch Lewis, who demonstrated their support of the NHA's program and toured the facility located in Newark's Central Ward.



Former heavyweight champion Larry Holmes (inset) signs autographs and also is pictured with former Executive Director Harold Lucas and Board Chairperson Doris McCray Crank.



Mayor Sharpe James works the speed bag.



Luminaries who attended the NHA's boxing grand opening festivities are (from left), former light heavyweight champion Eddie Mustafa Muhammad; promoter Butch Lewis; Mayor Sharpe James; former heavyweight champion Michael Spinks; Essex County prosecutor Patricia Hurt; former New Jersey heavyweight champion Jimmy Walker; former Executive Director Harold Lucas; former WBO heavyweight champion Ray Mercer; New Jersey State Athletic Commissioner Larry Hazzard; Orange Mayor Mims Hackett; former Councilman George Branch; Larry Holmes; former New Jersey lightweight champion Lloyd Marshall; promoter Marc Roberts and heavyweight contender Shannon Briggs.

Ms. Housing Authority Pageant



Jacquita Evans (above, center) was the winner of the first Ms. Housing Authority Pageant in 1997 for young ladies from authorities in Newark, East Orange, Orange and Irvington. Lakeedah Greene (right) and Larrita Jackson were runners-up. In 1998, the pageant was expanded to include participants from Monmouth and Union as well as Essex counties. The 1998 winner was Larrita Jackson (right, center) of the NHA's Baxter Terrace complex. Runners-up were Heather Ellis of Rahway (left) and Crystal Hawkins of the NHA's Stella Wright Homes. The participants completed a six-month program, sponsored by the NHA, that included personal growth and leadership development workshops, cultural enrichment, nature outings, career exploration, charm and modeling instruction and community service. The 1997 event received full-page coverage in the New York Times and The Newark Star-Ledger, and the 1998 pageant was featured in a nine-page layout in Life magazine.



Dedication Ceremony for Geraldine "GiGi" Foushee Towers

Joined by family, friends, and city and county officials, the Newark Housing Authority (NHA) posthumously honored Geraldine "GiGi" Foushee, who was a positive role model and an inspiration to the community, by designating its Scudder Homes Elderly complex the "Geraldine "GiGi" Foushee Towers" this past March. Following the unveiling of the new name, family and friends gathered at The Terrace Room for a reception that culminated the program.

Former NHA Executive Director Harold Lucas, who hosted the ceremony, characterized Ms. Foushee as "one of the most-liked, prettiest and toughest folk that ever came out of public housing." Ms. Foushee, who lived in the NHA's Scudder Homes complex, achieved several "firsts" during her distinguished career in the state of New Jersey before her untimely demise in 1997.

For example, she was the first African-American female to be appointed warden of the Essex County Jail. Prior to her history-making appointment, "GiGi," as she was affectionately known, served as a detective in the Essex County Sheriff's Department and a police officer with the Newark Police Department. She was also the first African-American female to serve as deputy mayor of the City of Newark as well as chief executive director of the city's Alcoholic Beverage Control Board. The NHA constructed a showcase at the high-rise that permanently houses a collection of plaques and honors awarded to Ms. Foushee throughout her career.

Ms. Foushee was the wife of Joseph Foushee, the NHA's chief of security.



Geraldine Foushee's family is shown with Mr. Lucas (far left) and Mayor Sharpe James (2nd from right in back). Also pictured are her daughter Chere Glover (front, center), husband Joe, grandchildren Justin Glover and Kyarah Foushee, aunt Mary Thomas (2nd from left), sister Barbara George (3rd from left), and her niece Jamillah Carr (at right).



The late Geraldine "GiGi" Foushee, whose achievements led the NHA to name a complex in her honor, sits against a backdrop of her awards.



Joe Foushee, Harold Lucas and Commissioner Ida Clark unveil the newly-named Geraldine "GiGi" Foushee Towers. NHA Commissioner Gloria Cartwright (right, rear) looks on approvingly.

Community Highlights



Representing approximately 200 NHA marchers from various family sites, the Dynamic Steppers from the Chadwick Avenue site move in formation up Broad Street in the 1998 African-American Heritage Parade.



Former New York Yankee shortstop and Hall of Famer Phil Rizzuto holds a Newark Housing Authority T-shirt that he was presented with at the 1998 Columbus Day Parade in Newark. Rizzuto was the Grand Marshal of this year's event.



The NHA Voices of Hope Mass Choir performs at a community event. The 40-member ensemble is comprised primarily of NHA residents and employees who are frequently invited to sing at programs throughout the city.



NHA youngsters sharpen their archery skills at a fall camp experience.



The NHA's float in the 1998 Puerto Rican Day Parade.



Dancers, representing the NHA, entertain spectators at the Puerto Rican Day Parade.



Former Executive Director Harold Lucas introduces members of the NHA Scholarship Committee at the annual banquet which served as a fundraising activity. Proceeds from the event benefit NHA high school seniors who are awarded college scholarships to pursue their dreams of higher education.



NHA senior "pool sharks" line up their shots at the first pool tournament at Branch Brook Manor.



NHA staff attend Fair Housing and Section 504 training.



Branch Brook Manor "cheerleaders" enjoy the camaraderie at the pool tourney.



NHA Chairperson Doris McCray Crank coordinates the NHA Adopt-A-Child Program, an annual event made possible by the generosity of NHA employees who donate Christmas gifts to children who live in NHA complexes.



NHA residents, employed by the Newark Tenants Council, Inc. (NTC), an advocacy organization that represents NHA residents, load the truck during the relocation of several NHA operations. The NTC, with the assistance of the NHA, established the moving company which assists in the relocation of residents.

Management Information Systems

The Past

In 1992, the Newark Housing Authority (NHA) began to fully automate its office procedures, a management decision which had far-reaching consequences. The existing mainframe system was replaced with a PC-based network that brought the power of personal computing to every desktop in the agency.



As a result, investments were made in hardware and software and in training personnel in the use of the new tools. Since 1992, the network has grown in size and capability, simultaneously enhancing the productivity of the staff and the efficiency of the organization.

The Present

Today, the NHA has a wide area network with over 25 servers, 400 PCs and allied software. Approximately \$3.75 million has been expended to purchase necessary hardware and software. To augment this effort, the software development group at the NHA developed 11 database application systems for in-house use. The proximity of the developer to the user and a first-hand knowledge of the issues have helped the NHA develop systems that meet its specific needs.

To bring the benefits of modern computer technology to every facet of the Authority's operations, a Metropolitan Area Network linking all of its development sites throughout the city is currently being installed. Using fiber optic cables and ATM technology, the network will be one of the largest of its kind in the country and unique in the scope of its applications.

As part of the plan to enhance security at NHA complexes, the NHA has installed video surveillance cameras at senior sites, and the video feeds are carried over the fiber optic network for constant monitoring at the central office.

The network, capable of carrying high speed voice, video and data traffic, will be used for management operations and tenant services. Tenant services include the "Campus of Learners program (a continuing education program for residents), library services and other programs aimed at improving the quality of life in public housing.

Overview

The following systems and packages are presently being used at the Authority.

Office Automation Packages

E-Mail - Banyan Beyond Mail
Time Management/Calendar - Time Talk

Business Tools

Lotus 1-2-3, Ver. 5.0	MS-Excel
WordPerfect 6.1	MS-Word
Coral Draw 6.0	Visio Drawing
AutoCAD	MS-Project
PageMaker 5.0	Power Point
Org Plus	

Network Operating/Management Systems

HP Open View	Proteon's Token View
Fluke network cable management system	
Banyan - ESMT	
Banyan OUTLOOK	Cable Management System
Application Track System	Banyan Vines 8.5 &
Windows NT 4.0	
Fore System's Fore View	Fore System's Fore Thought

Database Management Systems

Human Resource System

Combined Balance Sheet

as of March 31, 1997 and 1996

ASSETS	March 31, 1997	March 31, 1996
Cash	\$ 5,572,631	\$ 10,730,123
HUD annual contributions receivable and other debt amortization funds	5,149,667	\$ 5,149,667
Accounts receivable:		
HUD	11,035,560	2,275,024
Tenants	1,585,180	1,625,307
Other	4,936,793	2,867,393
Investments	45,309,465	37,656,729
Deferred compensation funds	2,750,736	2,400,000
Funds held by fiscal agents		32,597
Inventory	1,520,524	1,602,495
Prepaid expenses and deferred charges	267,436	148,432
Development and project costs, land structures and equipment	980,646,943	941,697,272
TOTAL ASSETS	<u>\$ 1,058,774,935</u>	<u>\$ 1,006,185,039</u>
LIABILITIES AND CAPITAL		
Accounts payable and accrued expenses	\$ 29,986,933	\$ 19,964,122
Deferred credits	1,230,393	1,345,397
Deferred compensation plan — participants	2,750,736	2,400,000
Fixed liabilities	251,534,477	254,168,096
TOTAL LIABILITIES	<u>285,502,539</u>	<u>277,877,615</u>
Capital	773,272,396	728,307,424
TOTAL LIABILITIES AND CAPITAL	<u>\$ 1,058,774,935</u>	<u>\$ 1,006,185,039</u>



The Newark Housing Authority purchased 500 Broad Street, a 125,000 square foot, six-story office building from First Union Bank and began relocating its headquarters to the downtown office building. The new location will allow the NHA to consolidate operations now scattered at six sites throughout the city and increase the agency's office space. The centrally-located building will be more convenient for residents to conduct all of their business at one site. All NHA departments are scheduled to move into the building in the near future.

Administrative Staff

Zinnerford Smith
Interim Executive Director

Johnson Abraham
Assistant Executive Director, Administration

Robert Graham
Assistant Executive Director, Programs

Shaye Araromi
Director, Finance

Frank Armour,
General Counsel

Charles A. Bell
Director, Affirmative Action

Joseph Bianco
Director, Redevelopment

Vernita Sias-Hill
Director, Administration

Joseph Mennella
Director, Personnel

Donald Moore
Director, Modernization

Gregory Robinson
Director, Housing Management

Harry A. Robinson
Director, Public Information

Gloria Currey-Williams
Director, Family Services



330



Newark Housing Authority
57 Sussex Avenue
Newark, New Jersey 07103-3992

Telephone: (973) 430-2430

Fax: (973) 642-1242